

Chapter 9

**“Identifying Client Business Problems
and Requirements”**

Chapter Objectives

- Learn how to understand a client's business strategy
- Learn how to understand the client's technology preferences
- Learn how to understand the client's financing preferences
- Understand how to set client priorities

Understanding a Client's Business Strategy

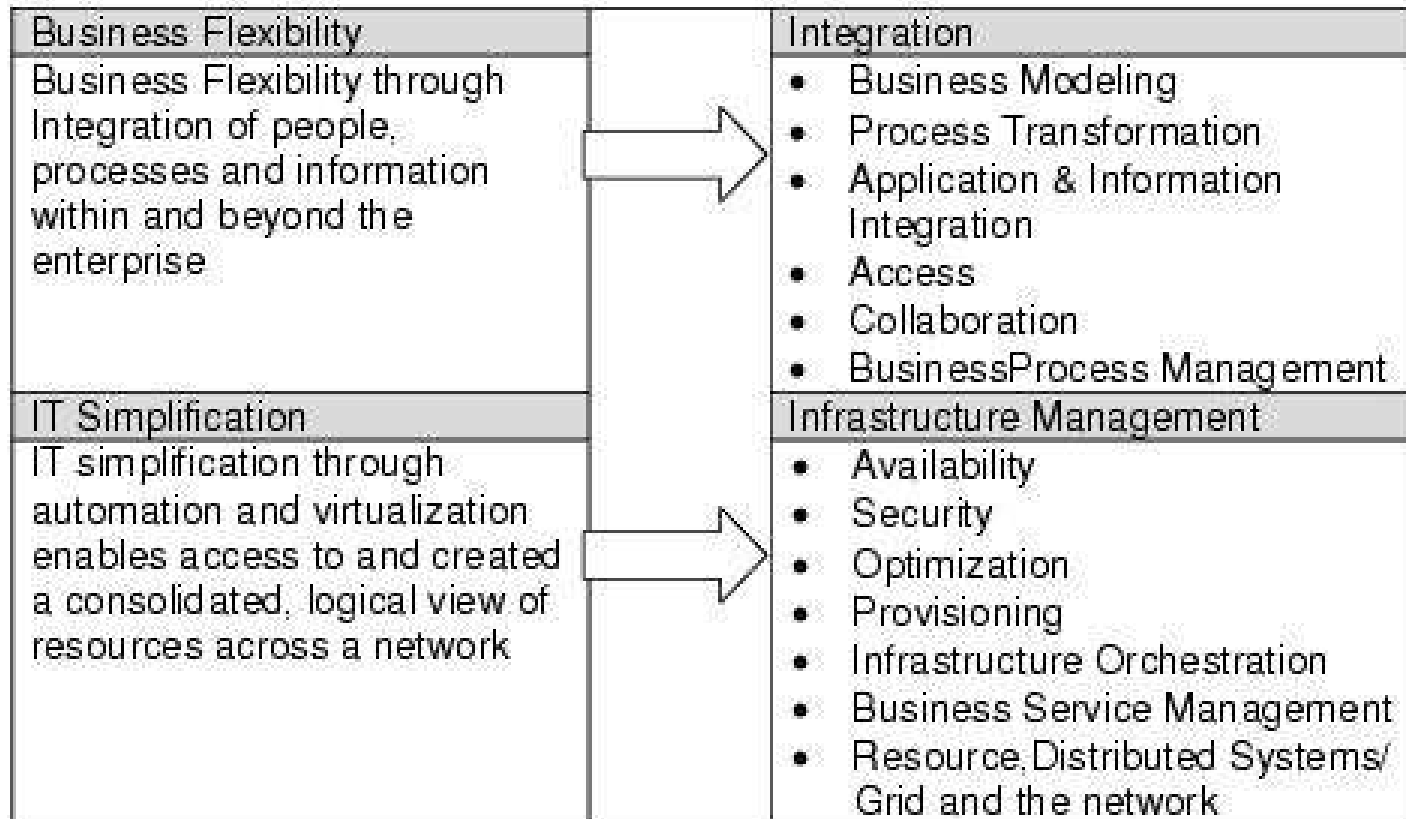
- As a Solution Advisor, your job is to:
 - Go inside the organization and determine how it operates.
 - Determine who holds the purse strings.
 - Determine how things are supposed to work and how things actually do work.
 - Determine their business strategy.
 - Act as a logical member of their organization and an asset to their team.
- Web sites, annual reports, and news articles help to determine what its business goals are and how the client views it's own image

- Driving forces of the business strategy
 - Are dictated by the board of directors in the form of a business strategy
 - Each individual you meet with should have different objectives that are related to the business strategy.
 - Business plans are created in support of the strategy.
 - Not all plans are implemented
- Needs and initiatives of the business strategy
 - A specific need is what causes a client to follow through on a plan or business initiative.
 - To be an effective solution Advisor, you must understand your client's business strategy, business initiatives, and needs.
 - An organization has two types of needs:
 - Active need: supports the business strategy and is explored to support an initiative
 - Dormant need: supports the business strategy and specific initiatives, but clients have yet to see how the need can be met
 - As a solution advisor, it is your job to turn dormant needs into active needs.

- Clients need to manage their own needs and must either lead or respond to their competitors.
- Beat competitors.
- When clients create their business strategies and initiatives, they look for ways to improve their business and not to just maintain the status quo.
- Clients need to understand the IBM On Demand Business strategy, have a desire to follow it, and begin the evolution in order to move to the breakthrough level.
- To help reach the breakthrough level, the processes must be framed in line with business transformation and the operating environment.
- Your ability to communicate continuously during client meetings is crucial to your success as a Solution Advisor.

Understanding the Client's Technology Preferences

- Technology Infrastructure: an evolutionary approach whereby existing technologies deployed today within client environments can be used to extract immediate value and benefits to the business.
- To evolve a client's infrastructure, here are two areas of focus:
 - Increased focus on business flexibility
 - IT environments to support the On Demand Business capability must be simpler and more manageable
- Clients prefer and accept only those technology offerings that fulfill their immediate business needs and objectives.



Integration Capabilities	Example Offerings
Business Modeling Enables the graphical depiction and simulation of a business process including task descriptions, required resources, and decision points	-WebSphere Business Integrator Modeler -IBM Rational® XDE™
Process Transformation Existing applications and information to be reused in new ways	-WebSphere Business Integration Adapters
Application & Information Integration Enables multiple information sources and business applications to be combined	-IBM DB2 Information Integrator -IBM WebSphere Enterprise Modernization Family -IBM Director Agent -Integrated xSeries Adapter (IXA)
Access Access extends data and information to new classes of devices and methods of interaction regardless of connection type	-WebSphere Portal for Multiplatforms -WebSphere Portal – Express for Multiplatforms -Mobile Office Entry Jumpstart
Collaboration Allow users to interact in a personalized way with dynamic information, applications, processes, and people	-Lotus Workplace -IBM Collaboration Portal Offering -IBM WebSphere Portal -iSeries for Domino®
Business Process Management Allows you to model, deploy, and analyze processes with the goal of managing the end-to-end business process	-IBM Business Integration Offering

Infrastructure management capabilities	Example offerings
<p>Availability</p> <p>Ensures the health and appropriate functioning of IT environment</p>	<ul style="list-style-type: none"> - IBM Tivoli Monitoring - DB2 Recovery Expert - Backup Recovery Media Services (BRMS) for iSeries - IBM eServer (various models)
<p>Security</p> <p>Ensures that information assets, confidentiality, and data integrity are protected</p>	<ul style="list-style-type: none"> - Tivoli Identity Manager - IBM Tivoli Access Manager -Tivoli Privacy Manager
<p>Optimization</p> <p>Ensures the most productive utilization of IT infrastructure</p>	<ul style="list-style-type: none"> - IBM Tivoli Monitoring for Transaction Performance - IBM Tivoli Service Level Advisor - IBM Tivoli Provisioning Manager
<p>Provisioning</p> <p>Makes available the right resources to the right processes and people</p>	<ul style="list-style-type: none"> - Capacity Upgrade on demand - IBM Director Agent - IBM Tivoli Provisioning Manager
<p>Infrastructure orchestration</p> <p>Senses, triggers, and responds according to business goals</p>	<ul style="list-style-type: none"> - Lotus Workplace - IBM Collaboration Portal Offering - IBM WebSphere Portal
<p>Business service management</p>	<ul style="list-style-type: none"> - IBM Tivoli Business Systems Manager
<p>Resource virtualization</p> <p>Allows you to model, deploy, and analyze processes with the goal of managing the end-to-end business process</p>	<ul style="list-style-type: none"> - IBM Server Consolidation - IBM TotalStorage Enterprise Storage Server ® - xSeries models 445, 450, and 455

Understanding the Client's Financing Preferences

- IT spending must be able to show a proven business benefit
- IBM Flexible Financial and Delivery Offerings (FFDO) helps clients better align their IT resources and spending with business requirements.
- Clients are relieved from underused assets and long-term fixed IT costs so they can devote more time to their core competencies and be more responsive to business needs.

- **How IBM helps clients move to On Demand Business:**
 - Flexible Financial and Delivery Offerings (FFDO)
 - Has broad options for acquiring and managing technology.
 - Provides clients with flexibility needed to run their business.
 - Helps you make On Demand Business vision more real for clients.
 - Allows clients to access infrastructure, applications, and business processes based on their needs, which the flexibility to scale up or down.
 - By purchasing IT capabilities as a service, clients can enjoy flexible pricing based on usage.
 - Clients have the flexibility to choose how they access FFDO.
 - Client owned or managed
 - IBM owned or managed
- **IBM offerings for financing and deploying solutions for IBM On Demand Business**
 - Business and Application Services
 - IBM Infrastructure Resource Management Services
 - Financing Options
 - Strategic IT procurement arrangements
 - Total Usage Financing

Setting Client Priorities

- The Solution Advisor must be able to identify factors that drive business performance. The Solution Advisor will be able to:
 - Identify new opportunities with clients
 - Respond to client-identified issues
 - Articulate the business value of altering processes
 - Link business issues to IBM offerings
- Sellers should use research and data to learn about the client's business needs before they present services and solutions.
- An issue-based sale is based on identifying a client need. An issue-based solution can:
 - Identify a gap in business performance
 - Establish the size of the gap

- Issue-based sales have more extensive sales cycles with multiple stakeholders, buyers, and salespeople.
- You need to be able to link IBM solutions to improvements in overall client performance and value
- Use top-down opportunity assessment approach

What You Have Learned

- How to understand a client's business strategy
- How to understand the client's technology preferences
- How to understand the client's financing preferences
- How to set client priorities